

# RECRUITER

United States Army Recruiting Command March 2010

# Journal



**ARMY  
STRONG  
WOMEN**

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ON THE COVER: Chief Warrant Officer 4 Melissa Leigh Farmer holds a copy of her book, "Army Strong Women." Photo by Fonda Bock.

# RECRUITER Journal

## U.S. Army Recruiting Command

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# Teamwork - Building a Stronger Team

Everywhere I travel and every time I speak with USAREC officers, NCOs, civilians and families, I preach teamwork. Everything we do every day as leaders – whether leading a headquarters or a recruiting station, should be focused on making our Soldiers – our teams – successful.

Sharing ideas and TTPs makes every member of the team stronger, more capable and more efficient. We have some of the best training going on in the Army, but we can always learn, grow and improve. I urge you not to underestimate the value of what you're doing or assume that everyone else is doing business the same way.

Share your successes – and your failures – anyway. We can learn from them all. Information is power. Each of us should strive to improve ourselves in some way every day – from personal health and fitness to education or Soldier skills – and pass that commitment on to our Soldiers and even Future Soldiers.

I challenge you to make this a team sport as much as possible. Invest time and attention on pulling each other up – taking the pressure off the individual – and the whole team will benefit.

Looking out for each other extends beyond making the numbers. We are leaders and Soldiers 24/7 in this Army and we need to take care of ourselves and each other on and off duty.

We had a Soldier in this command take his life this past month. He unfortunately could not see another way out of his situation. The following week, another Soldier attempted suicide, but someone who cared intervened in time. He is now getting the help he needs and is very thankful that he did not go through with the task. I am thankful.

There will be no stigma in the command in asking for help – no matter what help is being sought.

As teammates around you face stress and exhibit behaviors that are not normal for them, it's important for you, their battle buddy, to ask those hard questions to ensure that if they need help, they know what is available and how to get it.

Let them know you care. Intervening is not always the easy thing – especially when it is unwelcome – but it is the honorable and brave thing to do. Be blunt about it if you need to, you might save a life. We all carry our ACE card – have it with you at all times and never – ever – be shy in deploying it.

We must never leave a fallen comrade behind.

This month we are holding a stand down day to focus on suicide prevention, as well as sexual assault prevention and recruiting with integrity. Don't treat it as a day off.

These topics are important – whether we're

hearing about them for the first time or what might seem like the hundredth time. An army command isn't in existence just to get the mission done – it's also about getting it done right – operationally and ethically.

While more than 99 percent of our recruiters exemplify our Army Values and recruit with integrity, a couple of forms of recruiter impropriety remain a concern. In recent months, we've seen an increase in reports of sexual misconduct and inappropriate texting with recruits or Future Soldiers. It's almost impossible to put into words the seriousness of these indiscretions. Regardless of your reason for sending an inappropriate or off-color text message to a recruit or Future Soldier, it's wrong and the action will not be tolerated.

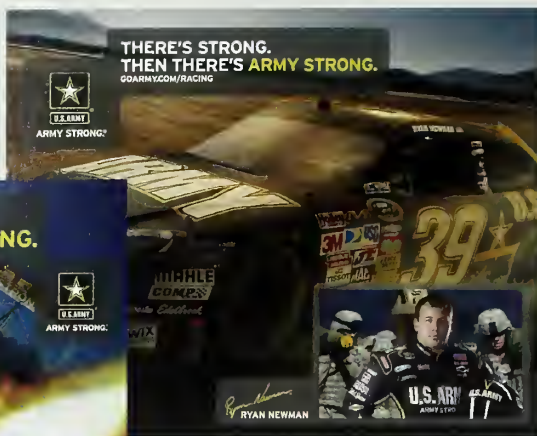
We're professional Soldiers and civilians working together as a team. We all must focus on the seven Army Values in order to accomplish our mission. We will be successful while maintaining our integrity and values.

Hooah! Army Strong!





## Follow Army Racing on goarmy.com



Find NHRA Top Fuel and NASCAR Sprint Cup Series Army racing team information, schedules, news and wallpapers, as well as the NHRA Y.E.S. schedule on [www.goarmy.com/racing](http://www.goarmy.com/racing).



**347 - JPMorgan Chase & Co., Credit Services Division - Baltimore Bn -** JPMorgan Chase & Co. is one of the largest financial services companies in the country with more than 5,000 bank branches. The Credit Services Division is an integral part of the corporation.

**348 - AT&T, Inc. - Dallas Bn -** AT&T is an industry-leading provider of wireline voice communications services in the U.S. Customers in 22 states use AT&T-branded telephone, Internet, VoIP, and digital video services; key markets include California, Illinois and Texas. AT&T is ranked No. 8 in the Fortune 500 annual ranking of America's largest corporations.

## USAREC Developing Virtual Training Aides - With a Twist

The USAREC Training Division is developing several games for the field, which are actually virtual training aids with a twist. Listed below are sneak peeks of each of the games coming at the end of May.

**The Interactive Army Interview -** The Interactive Army Interview is a single-player application designed to maintain the Army standards of recruiting in the field. It consists of open ended scenarios where the user is free to move about their environment while interacting in a manner as they see fit to accomplish the overall goal of conducting an Army interview.

**Virtual Recruiting World -** The Virtual Recruiting World is a multi-player experience designed to enhance the Army standards of recruiting both in the field and at the school house. This application provides up to 31 users with an interactive approach to recruiting based on proven doctrinal practices.

Each scenario is led by an instructor who delegates student roles, responsibilities, and locations within the environment via the Mission Editor.

Current environments include a high school gymnasium, guidance counselor's office and recruiting station.

**Virtual In Progress Review -** The Virtual In Progress Review (VIPR) trainer is a single-player experience designed to target station commanders. This application provides an interactive approach to concurrently improving both leadership skills and the doctrinal practices of the In-Progress Review.

This application starts out by illustrating a toxic In Progress Review between a station commander and one of his recruits. It then allows the station commander to turn back the clock by re-evaluating each of the seven steps of the IPR in an effort to improve overall outcome.

## No Walk-In HRAP Soldiers

Effective Feb. 22, USAREC will no longer permit "walk in" HRAPs. Unless a Soldier was scheduled, accepted (approved) for duty in advance, USAREC will not allow a Soldier to walk in and perform HRAP duty.

## HRAP Policy Change

Company commanders are required to approve/reject all HRAP Soldiers in a projected (applied) status. When the company commander receives the notification of an inbound HRAP Soldier, he or she will contact the station commander to determine if the Soldier is a viable asset and provide a disposition.

## Identify Recruits' Foreign Language Capabilities

The Army/Army Reserve is in critical need of any and all Soldiers who have language capabilities. Proper identification of these Soldiers for potential future operations can be achieved by capturing this information at the time of enlistment.

Recruiters will go to the eNSQ Profile Questionnaires screen and annotate in the 680 AE and the Foreign Language sections if the applicant professes to have foreign language(s) capability. Reference USAREC Msg 10-072.

## Education Credentials

Recruiters should ensure they properly identify applicants' education credentials (diploma and or transcripts), to include proper tier level placement. With thousands of secondary and postsecondary education institutions nationally, schools with common names often appear numerous times/locations when viewing or querying FAZR. It's critical to verify location (address, city, state) when encountering such a school. Reference USAREC Msg 10-065.

## Advertising Update

Keep up with Army advertising and marketing information online through the Marketing and Recruiting Update Web site: [www.armynewsletter.info](http://www.armynewsletter.info). Visitors must have an army.mil e-mail address to view the site.

# Asking for Help is Army Strong

I want to begin by inviting everyone to join me this month, during Women's History Month, in reflecting on the significant contributions women have made and will continue to make, not only to our Army, but to our country as a whole. As you go about telling the Army story in your communities, I encourage you to find ways to highlight the stories of women serving in uniform — past, present and future. This month's Journal features articles on Chicago Battalion Command Sgt. Maj. Renee Dozier, as well as Chief Warrant Officer Melissa Leigh Farmer, who wrote a book about building the next generation of Army Strong women.

This is also an important month for another reason. March 12 we observe a command wide training and leader development stand down day focusing on wellness, safety, recruiting with integrity, sexual harassment and assault prevention, and suicide prevention.

Being a Soldier means being part of a team. Each of you is vitally important to your family, friends, your nation and your Army. You are depended upon every day.

We are responsible for keeping our team, our families, our civilians, our contractors and ourselves safe — whether we are on or off duty.

As Soldiers, we will never compromise our integrity, never leave a fallen comrade or allow one of our brothers or sisters to fall into harm's way. Strive to always be safe in the execution of your duties and while you're enjoying quality time with family and friends.

Continue to inspire your teammates and show them daily the appreciation they deserve — and, quite frankly, need.

In thinking about how to drive home the importance in all of us being proactive when it comes to suicide prevention, I'm touched by the words of a favorite hit song of mine from 1972, Bill Withers' "Lean on Me." I encourage all of you to take to heart these words if you ever feel hesitant about reaching out for help or taking action when you sense a battle buddy in need.

I believe the lyrics to this song to be very true. Everyone experiences a tough time sometime in their life, but we must realize that things will get better. Each one of us must be willing to



Command Sgt. Maj.  
Stephan Frennier

reach out to someone if we feel pain and need help. Let there be no doubt in your mind that reaching out for help is a sign of strength, and no matter how desperate our situation may seem, there is always someone there that can get us over our trying times.

I love each and every one of you in this command and I am confident that if I needed help, there would be more than 11,000 Soldiers and civilians who would render it with no stigma attached. I hope that every other Soldier, civilian and family member in USAREC feels the same way.

Take advantage of this training stand down to reacquaint yourselves on the many resources available in the Army — you'll find many on pages 18 and

19 — and learn how to ask the tough questions that might someday save a life. Thanks for what you do every day!!  
Hooah!

## *Excerpt from "Lean on Me"* by Bill Withers

*"Sometimes in our lives we all have pain, We all have sorrow. But if we are wise, We know that there's always tomorrow."*

*Lean on me, when you're not strong, And I'll be your friend, I'll help you carry on. For it won't be long, 'Til I'm going to need, Somebody to lean on.*

*Please swallow your pride, If I have things you need to borrow. For no one can fill those of your needs, That you don't show.*

*Lean On Me Lyrics by Bill Withers are the property of the respective authors, artists and labels. The lyrics are provided for educational purposes only.*



# Building Strong Family Bonds

By Chaplain (Lt. Col.) Doug Peterson

These are reputed to be from actual letters to a national advice column..

*My mother is mean and short-tempered. I think she is going through her mental pause.*

*I have a man I never could trust. He cheats so much I'm not even sure this baby I'm carrying is his.*

*I am a 23-year-old woman who has been on the pill for two years. It's getting expensive and I think my boyfriend should share half the cost, but I don't know him well enough to discuss money with him.*

*I suspected that my husband had been fooling around, and when I confronted him with the evidence he denied everything and said it would never happen again.*

Apocryphal or not, their humor reflects some of the quirks of life and relationships.

Single folks, married folks, family folks, and in-betweeners all have their particular concerns and interests. The ability to handle the crises that come our way and deal positively with the ups and downs of life could be termed resiliency.

Individually, human beings are hugely complex creatures. Add more human beings to the mix — be they family, friends, lovers, coworkers, etc. — and relationship dynamics can get absurdly challenging.

In order to promote resiliency and healthy relationships, the Army, several years ago, adopted the Building Strong and Ready Families program. It's now known as Strong Bonds.

Fiscal Year 2010 marks the first full year that USAREC has utilized this Chief-of-Chaplain's initiative to strengthen our Soldiers and families.

From January into September our Strong Bonds program operates in full swing.

1. Who can participate? All military and their immediate family members are eligible.

2. What types of events are there? We do programs for singles, marrieds and families.

3. When do Strong Bonds events happen? They generally begin Friday afternoon and run through Sunday morning.

4. Where do they take place? We try real hard to locate in an area with several attractions or a theme park, utilizing a top tier lodging/meeting facility.

5. Would I have the opportunity to take advantage of these local attractions? Yes! Built into the weekend experience are blocks of free time for you to enjoy the area.

6. How is a Strong Bonds event structured? In order to qualify for funding we must adhere to a certain number of hours of curriculum and program time. Usually, this involves 10-12 hours of group sessions focusing in part on relationship dynamics.

7. Will it put me to sleep? Well, if you arrive after a full week of sleep deprivation, there's probably very little we would need to do to assist you. Be assured that our Unit Ministry Team members and other facilitators work hard to provide engaging, fun, relevant, and practical sessions.

8. What will it cost me? Three calendar days of your time. Monetarily, perhaps nothing except what you expend on your free time.

9. What will I gain from this experience? A great get away, a break from the rigors of recruiting, relaxation, insights and encouragement for healthy relationships, good humor and fun.

So, what are you doing over the weekend?

Check with your Unit Ministry Team or SFA. Good times are coming your way!

# Improving Nutrition from the Ground Up

American Dietetic Association

It's common knowledge that a healthful diet is an important part of a healthful lifestyle, but most people have trouble figuring out what to do when planning a complete diet overhaul. This month, during National Nutrition Month®, the American Dietetic Association reminds everyone that an easy way to focus on eating better is to start with the basics: build your nutritional health from the ground up.

"By starting slowly and giving yourself a good foundation, you can work towards a healthier life," says registered dietitian and ADA spokesperson Toby Smithson. "Change doesn't have to be dramatic to make a difference."

Smithson suggests ways to improve your nutrition:

**1. Focus on fruits and veggies:** "Take a good look at your current diet. You'll probably realize you're not eating enough fruits or vegetables," says Smithson. "Add a serving each day to one meal and increase it every few weeks. Adding more of these foods into your diet is important whether you buy frozen, fresh or organic."

**2. Look locally:** From farmer's markets to community-supported agriculture, you have many options to find new, fresh foods in your area. "This can be a great way to eat well and support your community at the same time," Smithson says.

**3. Make calories count:** "Too often, people think of foods as good or bad and that only those on the 'good foods' list are okay to eat," says Smithson. "When you're choosing between options, focus instead on the one with more of the vitamins and nutrients that you need. Sometimes, foods with fewer calories aren't always the healthiest options." To figure out how many calories you need to achieve a healthy weight, visit [www.mypyramid.gov](http://www.mypyramid.gov).

**4. Test your taste buds:** A healthy eating plan emphasizes fruits, vegetables, whole grains, low-fat or fat-free dairy and includes lean meats, poultry, fish, beans and nuts. "Those are the basics, but within this wide range there are always opportunities to try new things and find new favorites," Smithson says. "Expand your horizons. Try a fish you've never eaten before or find a new vegetable recipe. By testing yourself, you might find new healthy favorites to add to your regular grocery list."

**5. Trick yourself with treats:** "A healthful diet doesn't mean deprivation," says Smithson. "If you have a sweet tooth, have fruit and yogurt for dessert. If you want a snack in the afternoon, have some trail mix or nuts. There is no reason to go hungry just because you're making healthful changes."

For more tips on building your healthful diet from the ground up, during National Nutrition Month and all year long, visit [www.eatright.org](http://www.eatright.org) and click on "For the Public."

*National Nutrition Month® is a nutrition education and information campaign sponsored annually by the American Dietetic Association. The campaign is designed to focus attention on the importance of making informed food choices and developing sound eating and physical activity habits.*

## For more information

Healthy Weight - it's not a diet, it's a lifestyle!  
CDC Division of Nutrition, Physical Activity and  
Obesity  
[www.cdc.gov/healthyweight/index.html](http://www.cdc.gov/healthyweight/index.html)

## Balancing Calories

[www.cdc.gov/healthyweight/calories/index.html](http://www.cdc.gov/healthyweight/calories/index.html)

## Hooah 4 Health

[www.hooah4health.com/](http://www.hooah4health.com/)

## Hooah 4 Health Weight Management Tracker

Track daily food intake, physical activity, mood and weight!  
<http://h4htracker.com/>

## Avoiding Fad Diets, Quick Weight Loss Keys to Keeping Unwanted Pounds Off

Hooah4Health

While it is tempting to try a "fad diet" for quick results, slow and steady weight loss, based on a change of lifestyle and eating habits, is the way to go.

Weight loss doesn't happen overnight - go for slow, steady and permanent progress. As well as providing only temporary weight loss, skipping meals invariably leads to nausea and fainting, and over prolonged periods can lead to heart and kidney problems and even death.

The Federal Trade Commission reports show that Americans spend over \$1 billion each year on weight loss gimmicks, reading materials and products.

### How to Spot a Fad Diet

- The diet involves a drastic change in calorie consumption.

- The diet revolves around the consumption of pills, powders or prepared foods such as diet bars and shakes.

- The diet specifies eating particular foods or foods in certain combinations.

- The diet calls for the elimination of fat, sugar and/or carbohydrates.

- Any diet that involves skipping meals.

Losing 1 to 2 pounds per week, although gradual, is a strong indicator of long term success.

Long term weight loss relies on a lifestyle change in long term eating and exercise habits, not a diet or temporary program. To lose weight you must burn more calories than you eat. One pound of fat equals approximately 3,500 calories which means reducing one's intake by 500-1,000 calories per day to lose 1 to 2 pounds per week.



# Enlisting from Home

No 2d Trip to MEPS for 1st Active-Duty Hometown Shippers

By Julia Bobick  
Editor

Active duty Future Soldiers for the first time in February made a short drive to raise their right hands and review paperwork with their families at the local recruiting center, instead of making the lengthy return trip to the Military Enlistment Processing Station (MEPS).

The Radcliff, Ky., Recruiting Company was the first to implement hometown shipping for active Army recruits, and joins the 6th Recruiting Brigade, which has been hometown shipping Reserve recruits for about a year now.

"The Hometown Shipping Program streamlines processing and further facilitates the Pinnacle Program's focus on freeing Soldiers to prospect," said Maj. Byron M. Trexler, Radcliff Recruiting Company commander.

Hometown shipping is being implemented to make the enlistment process more efficient, save recruiters' time, reduce transportation expenses and, most importantly, provide a better experience to recruits and their families, according to Sgt. Maj. Allen Simmons, USAREC G5 sergeant major.

Army enlistment is a two-step process. Part one is the actual enlistment: taking the physical, testing, choosing a job, processing paperwork and swearing in, which all take place at the MEPS. Part two is returning to the MEPS to update and verify records, swear in again and depart for training.

With hometown shipping, there is no second trip to the MEPS, according to Erick Hoversholm, G5 analyst. The records update and swear-in will take place at the recruiting center or another location the recruit may choose in his/her hometown.

"It's hard to estimate the dollars saved, especially the man-hours invested," said Simmons, who recalled his recruiting days in Montana where some recruiters had to make a five-hour drive to the MEPS — each way.

However, when it makes more sense, such as when the recruit lives in the city where the MEPS is located, the command will still use the MEPS facilities.

"We're hoping this better ties the recruiting center in the community," said Hoversholm. Though the first Radcliff enlistments have taken place at the recruiting center, he said the goal

**“With hometown shipping - wherever it takes place - the family can be right there for the final briefing, review of the contract and swear-in.”**

— Sgt. Maj. Allen Simmons

is for hometown enlistments to take place in other community locations and involve local community leaders and members whenever possible. Swear-ins involving local leaders, celebrities or dignitaries, or those that occur in community locations are a great way to gain media exposure, he added.

"This also allows the families to be more involved in the enlistment process than they can at the MEPS. With hometown shipping - wherever it takes place - the family can be right there for the final briefing, review of the contract and swear-in," Simmons said.

He added that the parents and/or spouses are invited to see the paperwork, which in many cases can help alleviate their concerns.

Sergeant 1st Class Jimmy Franqui, Enlistment Eligibility and Processing Division NCO, said the Future Soldiers and families he spoke with at the first shipping were more comfortable at the center with their families than at the MEPS. They also enjoyed the extra time they had to spend with their families.

"Unlike the larger group processing at the MEPS, the hometown shipping process was simply an extension of the enlistment process," said Master Sgt. Glenn Dawkins, 3d Brigade operations sergeant major. "The one-on-one with the Army guidance counselor provided continuity to the red carpet treatment. This process was lean and integrated seamlessly into our business practices."

The Future Soldiers were also excited they did not have to go through the "underwear Olympics" again at the MEPS, Franqui said.

Though the station has run into some minor challenges, none have stopped anyone from shipping.

A timeline for further implementation of hometown shipping has not yet been set, according to Simmons. The Radcliff Company is still refining the process. In addition, Hoversholm said the command is working with MEPCOM and the other services to explore options that would save additional resources across the Department of Defense, not just the Army.



Chuck Tomerlin, 3d Brigade Operations, Sgt. 1st Class Jimmy Franqui, USAREC G-3 Operations, and Guidance Counselor Daniel Heindl, of Radcliff Recruiting Station, review shipping information on 3d Brigade's first hometown shipper, Robert Castle, sitting next to his mother, Diadre Castle.

COURTESY 3D RECRUITING BRIGADE



# USAREC

## A Broadening Experience

By Lt. Gen. Thomas P. Bostick  
U.S. Army Deputy Chief of Staff, G1

**L**eaders assigned to USAREC have a unique opportunity to broadly develop skills in a wide variety of areas that will serve them and the Army well for many years.

I had the opportunity to see this first-hand as the Commanding General of this wonderful organization.

USAREC provides a unique opportunity for leaders to broaden their experiences in a range of areas including those common to most units such as leadership and training, but it also offers significant opportunities to develop a broad range of skills in public speaking, marketing and advertising, and engagement with government, business and education leaders, to name just a few.

Leaders in USAREC operate in an environment with small units dispersed across the country engaging with the American public.

Beyond the many skills that a Soldier develops in a very challenging environment, service in USAREC is extremely rewarding. Leaders work with extraordinarily dedicated Soldiers and civilians who are focused on the important mission of providing the strength of our Army — our Soldiers.

### Leadership

Leadership is equally important in USAREC as it is in any other part of the Army, particularly given the dispersion of units.

Soldiers serve in recruiting stations that are spread across the country. Recruiting stations have five to seven Soldiers, on average, so there are no platoon, company or battalion formations. Effective communications are essential for success.

Officers and non-commissioned officers must lead in a way that motivates Soldiers while ensuring accomplishment of the mission. The demand for strong leadership is so important that Lt. Gen. Lloyd Austin, former 18th Airborne Corps commander who once served as a recruiting company commander, described leadership in USAREC as “leadership in the purest form.”

While permanent recruiters, Military Occupational Specialty 79R, generally do not leave USAREC, a small number of them have deployed and are developing leadership skills in Iraq and Afghanistan.

USAREC converted some of its 79R — permanent recruiters — to 79S — Retention NCOs — who then deploy with divisions and separate brigades across the Army. Similar programs have been arranged to give permanent recruiters the opportunity to



serve in leadership positions in basic training and other parts of the Army.

USAREC continues to transform organizationally, culturally and operationally. Many of the changes are executed by junior leaders within the organization.

As an example, physicals for medical professionals considering the Army were always conducted in the same location as other recruits, the Military Entrance Processing Station (MEPS). These physicals did not showcase the great medical care professionals in the Army.

With the help of the Army surgeon general, then Lt. Gen. Kevin Kiley, and further supported by Lt. Gen. Schoomaker, new procedures were implemented to conduct these physicals in military treatment facilities such as Walter Reed.

On the first trial of this program, only three of 23 medical professionals had committed to the Army on the morning of their physicals at Walter Reed. At the end of the day, 18 of 23 decided to join the Army. Today, over 90 percent of medical professionals visiting the medical treatment facilities for their physicals make the decision to serve in the Army.

Captain James Jones, working with the newly formed Medical Recruiting Brigade, made this program successful through his tireless personal efforts. Recently promoted to major, Jones, now serves as a physician's assistant to the President in the White House.

Strong leadership is essential for success in the demanding environment of recruiting. USAREC provides the opportunity for officers and non-commissioned officers to innovate, create, and grow as leaders.



## Training

Training is another area where leaders continue to develop their skills in USAREC.

The large dispersion of units requires leaders to train in many different and unique formats.

Once a year, battalions come together for their annual training conferences to recognize the success of their best Soldiers and civilians and to train on critical skills.

However, quality training is required every day, in small groups, often one-on-one and through unique automation techniques. Starting with hands-on recruiter training at the Recruiting and Retention School, Soldiers learn the basics of recruiting. Every Soldier carries a laptop which serves as their “weapon” as they perform daily recruiting duties.

Soldiers can conduct their work at homes across America with a program called Future Soldier Remote Reservation System. They sit with young men and women who are interested in the military, along with their parents, in the comforts of their home while reviewing more than 150 different military occupational specialties.

High-tech recruiting tools are utilized by Soldiers including Web-based tools such as the Graphical Accession Mapping and Analysis Tool (GAMAT). GAMAT allows Soldiers to see the terrain in real time, providing situational awareness of the area of operation with key overlays including high schools, colleges, homes, businesses and many other factors key to recruiting success.

Automation tools like GAMAT, Future Soldier Remote Reservation System and many others make training an area where leaders will continue to hone their skills while assigned to USAREC.

## Public speaking and engagement

Soldiers have many opportunities to further develop public speaking skills while serving in USAREC.

Recruiters have proudly represented the Army through local, regional, and national engagements. Engagements are both positive and negative, but all present opportunities for Soldiers to tell their Army story which is always something that Americans want to hear.

Captain Will Griffin represented the Army on the national evening news after he and his Soldiers departed a university job fair due to unrest by student protestors. When the anchor asked Griffin whether the students that protested should lose their federal funds, he explained that the government use of federal funds is not his area of responsibility. He went on to say that Soldiers protect the freedoms that allow students to speak freely, but that he was disappointed in how the protestors chose to express their views.

Master Sgt. Ricky L. Webb had a rare opportunity to testify on the Hill and he represented the Army extremely well. He spoke about the challenges of recruiting during one of the most difficult years for the All-Volunteer Force, and he gave Congress a few ideas on how they could assist. He was the consummate professional and did a brilliant job in representing the Army.

While these national level engagements are not the norm for junior leaders in the command, they highlight the range of opportunities, and expectations for those serving in the command.

Junior and senior leaders in USAREC have a unique opportunity to engage with a wide variety of leaders including those from government, business and education to name just a few.

General officers and senior officers and noncommissioned officers regularly visit recruiters in hometowns across America. Recruiters are involved with local mayors and members of Congress.

Civilian Aides to the Secretary of the Army (CASA) and Reserve Ambassadors assist recruiters with active and reserve recruiting on behalf of the Secretary of the Army and the Chief of the Army Reserve, respectively. They do this by opening many doors for Soldiers.

With all of the work in high schools and universities, Soldiers are constantly engaging educators in the classroom, as well as principals, coaches and university deans and presidents all across America.

## Grassroots support

This is a special time in the history of the All-Volunteer Army.

While few Americans will wear the uniform, many civilians and their organizations want to help the Army. Organizing the efforts of the many individuals and groups that want to assist the Army is very important.

Working with Weber Shandwick, a leading public relations firm, and McCann Erickson, the marketing agency for the Army, USAREC started a grassroots advisory board in the Dallas Recruiting Battalion that brings together organizations from government, education, professional sports, media and many others into a quarterly forum where they discuss opportunities to assist the Army.

The Dallas grassroots advisory board arranged a meeting in the Dallas football stadium to provide the Army an opportunity to speak with educators. Retired Col. Marc R. Hildenbrand, Vice President at Hillwood International, and Dallas-Fort. Worth mayor Michael J. Moncrief have been active co-leaders of the grassroots advisory board, which includes many other community leaders coming together to support the Army.



Specialist Brian Heffernan, Dallas Battalion, had the opportunity to discuss Army education opportunities with 25 superintendents who covered over half a million students in the Dallas-Fort Worth area.

Leaders from across the Army are encouraged to visit their high schools and colleges and participate in engagement events in order to better understand and assist in the recruiting effort. Local recruiting units can assist with arranging the proper venue.

## Marketing and Advertising

Marketing and advertising are areas where USAREC Soldiers have a very unique opportunity to develop skills that they would not normally learn in other assignments.

Through active engagements with local newspapers, magazines, radio, television and many other outlets, USAREC Soldiers can tell the Army Story in a unique and special way.

They are engaged with the American public in many different exciting venues such as NASCAR, National Hot Rod Association (NHRA), sports teams, medical conferences, colleges and high school activities, and many more. From local activities such as the Chicago Auto Show, to engagement opportunities available on goarmy.com, Soldiers have access to many marketing and advertising tools to assist in their recruiting effort.

America's Army Video, one of the most popular games in the world, gives young men and women the opportunity to explore the Army virtually.

The Real Heroes action figures showcase Soldiers and their contributions to the defense of freedom.

The Virtual Army Experience provides an interactive experience of Soldiering in a high-tech, hands-on, environment that stresses teamwork and leadership while men and women take part in a virtual mission.

Colonel Casey Wardynski from West Point and his America's Army team have been recognized at the national level for their ingenuity, expertise and success in this area.

## Army Families in USAREC

The strength of our Army families is vital success in Recruiting Command.

A new Soldier in recruiting once described service in USAREC to his spouse. He said, "I've been shot at, blown up, served in Iraq and Afghanistan, but never experienced anything as challenging as recruiting duty. Consider me deployed, but I'll be home most nights."

There is no question that recruiting is challenging duty, but it is also rich with the rewards of serving for an important cause while also developing a broad range of skills.

Families are an important part of the USAREC team. All of the family programs in tactical units are necessary in USAREC where Soldiers and families are dispersed and living in communities that may or may not have any understanding of the military.

USAREC uses the annual training conferences to bring spouses together to help them prepare for the great contributions that they make to support their Soldiers.

Military Family Life Consultants provide USAREC families private and confidential support in addressing life skills, such as anger management, conflict resolution, parenting and other important areas. Financial counselors assist families with financial issues, goals and plans for the future. Military leaders along with the family support advisor assistant utilize a wide variety of important programs to assist Soldiers and families in Recruiting Command.

## Summary

Soldiers who want to broaden their skills should not avoid an assignment away from tactical units. Some of our most senior leaders in the Army, such as those shown below, have served in USAREC as junior officers and noncommissioned officers.

Former Sergeant Major of the Army Glen Morrell was the

*"In an era of persistent conflict, we must think differently about how we develop our leaders."*

*— Gen. George W. Casey Jr.*

last senior noncommissioned officer in USAREC to depart the command for another assignment until 28 years later, when Command Sgt. Maj. Martin Wells was selected to become the command sergeant major of the United States Military Academy.

Command Sgt. Maj. Stephan Frennier served as a young recruiter in Texas 18 years before returning to become the USAREC command sergeant major.

Other 79R serving the Army outside of USAREC include Command Sgt. Maj. Maurice Thorpe with the Military Entrance Processing Command (MEPCOM), Command Sgt. Maj. Maria Martinez with the Diversity Task Force, and Sgt. Maj. Jeff Driver at Special Operations Command.

Assignments in USAREC, Cadet Command, Accessions Command, TRADOC, Washington, D.C. and many other non-tactical units throughout the Army provide unique opportunities where leaders can broaden their experiences and become better prepared to serve in a variety of challenging assignments in the years ahead.

These assignments provide a wealth of opportunity for personal growth and enormous contributions to our Army.

Soldiers who serve in USAREC develop a wide variety of skills that will serve them and the Army well in any assignment, at any level, for many years to come.

# Why Facebook?

## Effectively Using Social Networking at Your Level

By Mark J. Howell  
USAREC Public Affairs

**B**y the time this issue makes it to you, you should have received a tasker with guidelines on setting up and maintaining your Facebook accounts.

Several people have already received it and have posed the following question to me: "Why should we set up a Facebook account?"

So this month, I'm going to discuss some uses and functions of Facebook sites broken down by organizational levels.

### Stations

Station pages are the most advantageous to USAREC and its mission.

The intended function of a station-level page is to plug in to local communities.

A good station page will highlight Future Soldiers and local schools and show ways recruiters contribute to the local community. Think about highlighting FS accomplishments, as well as swear-ins and training events. As always, be sure to request their permission and follow OPSEC and PII guidelines.

The page should also mention and post photos of community events recruiters attend and link to or repost any positive local media coverage. Suggest that station-level COIs, veterans and key educators become fans of the page.

Solicit COIs who have recently attended Army events or tours to share their stories on the page.

Posting items on benefits and Army programs will also draw interest from possible prospects who may view your fan page but have been afraid to come into the station to ask.

Once a page is set up, don't forget about it. Be sure to check, post and respond to fan postings regularly.

### Companies

Company pages play a much smaller external role than that of the station.

While they can be a landing page for company-level COIs, the company page can have great internal value.

Companies should monitor their stations' fan pages for good news stories and share them on the company page for the other stations to see.

It's also a great place to congratulate unit Soldiers and staff, such as for work accomplishments, a promotion, a marriage or birth of a child.

### Battalions

Battalion pages can be used for a number of internal and external functions.

Battalions with grassroots programs should invite its members to become fans to both highlight grassroots efforts and keep them informed of battalion activities.

Use the page to promote upcoming events, such as sports sponsorships, an ASB asset or an America's Army gaming tournament. Always remember to invite fans to come check out your events.

Internally, battalions should also highlight the accomplishments of their Soldiers, families and civilians.

Different pages are going to have different fans, so if you see good news on your station and company pages, steal shamelessly. Copy good posts and place them on your page to get maximum visibility.

Another function for Facebook at the battalion level is to network to your families. A few units have Family Readiness Group fan pages administrated by the battalion Soldier and Family Assistance program manager and/or the company Family Readiness Group leaders.

This could be used as a forum to assist in getting information out to Soldiers' families and to get answers when they need them. If you decide to do this, make sure the posts are of a general nature and personal details are not included.

The privacy settings for these pages should all be set to "Only Friends." If anyone has a family support page to share with the command, please send me a link.

I hope this month's article has given you some insight and ideas on how to tailor Facebook to your own organization's needs.

If you are finding uses for your pages other than what I've mentioned, please share it with me so I can pass it on to everyone! You can also find Facebook TTPs in a social networking folder on ProNet.

In next month's Recruiter Journal, I'll get back on track and discuss the use of photos on your site and how it can increase traffic.

As always, if you have any Facebook questions or need assistance in setting up your pages, feel free to contact me at (502) 626-0167 or e-mail mark.howell@usarec.army.mil.



**U.S. Army Recruiting Station Muncie Indiana** Kyle Coleman



**Future Soldier of Muncie Indiana**

February 11 at 5:11pm · Comment · Like · Share

**U.S. Army Recruiting Station Muncie Indiana** To all Future Soldiers there will be training tonight with SSG Worell and SGT Dodson. The hours are 16:30-18:00. Then later we will be uploading pictures of new Future Soldiers. I hope everyone has a great day!!

February 11 at 8:10am · Comment · Like

**U.S. Army Recruiting Station Muncie Indiana**



**Army College Fund**

Length: 1:58

February 11 at 8:05am · Comment · Like · Share

**U.S. Army Recruiting Station Muncie Indiana**

**Job Security**

Length: 1:45



February 11 at 8:03am · Comment · Like · Share

**U.S. Army Recruiting Station Muncie Indiana**

**Army Bands**

Employment opportunities for civilian musicians can range from moderately to highly competitive, depending on the job or type of work being sought. The Army Band Program offers talented musicians a unique opportunity to do what they do best--play music...

February 11 at 8:00am · Comment · Like · Share

**U.S. Army Recruiting Station Muncie Indiana**



**Tech Skills**

Length: 2:21

February 11 at 7:59am · Comment · Like · Share

**U.S. Army Recruiting Station Muncie Indiana** Lowes now offer a 10% Discount year round



**Lowe's military discount now year-round - Army News, news from Iraq, - Army Times**

[www.armytimes.com](http://www.armytimes.com)

Most members of the military community no longer will have to wait for a special holiday discount to buy shovels, paint, and other home improvement needs.

February 10 at 12:35pm · Comment · Like · Share

## Station Facebook Page Suggestions:

- Promote Future Soldier events
- Post school news links
- Publicize swear-ins with photos
- Announce Future Soldier training events
- Invite fans to local career fairs or high school set-ups
- Ask COIs to share their Army experiences

**Be sure to regularly check, post and respond to fan postings**

Sergeant John Dodson, Facebook administrator for the Muncie, Ind., Recruiting Station does a great job of posting links to Army news and program information on their fan page.



Chief Warrant Officer 4 Melissa Farmer

Warrant Officer Wants Women  
to be Aware of the Benefits  
of Becoming Army Strong

# INFORMING WOMEN

## ABOUT THE ARMY

Story and photo by Fonda Bock  
Associate Editor

*In 1792, Deborah Sampson put on male clothing, adopted the name Robert Shurtliff and enlisted in the 4th Massachusetts Regiment for three years. Wounded in her left thigh during battle, she treated herself to keep her secret safe.*

*During the Mexican War — 1846-1848 — Elizabeth Newcom enlisted in Company D of the Missouri Volunteer Infantry as Bill Newcom. She marched 600 miles to winter camp at Pueblo, Colo., before her true gender was discovered and she was discharged.*

*Historians are not sure just how many women volunteered for the military under the guise of men during the 18th and 19th century in order to serve their country — since they weren't recorded unless their gender was discovered — but it's known that many served on the front lines during the Civil War as laundresses, cooks, spies and at least one assistant surgeon.\**



"I think it's amazing," said Recruiting Command's Chief Warrant Officer 4 Melissa Farmer. "[It's] the reason I am where I am today, is because a woman wanted to be a part of something larger, where she was not invited. She had to kind of force her way into it. And that's why I'm able to don this uniform every day and wear it."

Now Farmer wants to help pave the way for future generations of young women, by making sure they're informed about all the Army can offer them. To do that, she's written a book called "Army Strong Women." Released in November, the book addresses the questions young women constantly ask her about the Army.

"When I'm on the street in my uniform, wherever I am, I get the question, what's it like to be in the Army? Do you like the Army?," said Farmer.

***"For those women who are seriously considering the Army, hey, give it a shot, because what you don't want to do, I think, is say, if only I had, I wonder what it would be like."*** —

***Chief Warrant Officer 4 Melissa Leigh Farmer***

A quick, easy read, the book explains the structure and pay of the Army, gives a brief history of women in this branch of the military and chronicles the stories of 18 women who've recently served.

The book is also her way of saying thanks.

"I wanted to give back. And this is my way of giving back because the Army has given me so much. I came in, 25 years old, misguided, not really knowing what I wanted to do with my life," said Farmer.

Her intention was to just do four years to get money for college, but 16 years later, she's still here.

"I started to like it. I just discovered a lot of things I took interest in and that caused me to reenlist," said Farmer.

Since then, she's served in Korea, Baumholder, Germany, Fort Campbell and Fort Jackson and been deployed to Kosovo and Iraq. Now, as Chief of the Warrant Officer Recruiting Team at Fort Knox, she is responsible for recruiting warrant officers for the Army.

Currently women make up only about 14 percent of the Army. Farmer thinks the reason more women

don't enlist is because they're not aware of what all the Army can offer them.

"I think a lot of women may view it as a masculine profession [and] if you never really look into anything then you just don't know. Some women may be saying I'm too old for this, but if they were to pick up my book, [they] may say there's a chance for me to do something different. I'm not saying [the Army] is for everybody, but for those women who are seriously considering the Army, hey, give it a shot, because what you don't want to do, I think, is say, 'If only I had, I wonder what it would be like.' Especially if it's something you really wanted to do."

Since the Civil War hundreds of thousands of women have served in World Wars I and II, Korea, Vietnam, up through Iraq and Afghanistan. Along the way, they've been taken as POWs, injured and killed

in the line of duty, busted myths that women couldn't stand up to the challenges and broken down barriers for the next generation.

Starting out in traditional nursing jobs, women have worked their way into practically every MOS except for those in Special Forces, infantry, artillery and certain other combat arms positions. Farmer thinks it's just a matter of time before more glass ceilings are shattered.

"One of the things I discuss in the book is having a female division commander one day — the Army is moving in that direction," Farmer said. "It's just a matter of timing and

having a woman to come and say, I want to be an infantryman. It's not me, but I think that if a woman really wants it, she's going to be willing to do whatever it takes to get there. I think that generation is coming, and I think the Army will adapt and adjust just like they have all the way up until today."

Farmer figures if she hadn't joined the Army, she'd be working in the post office now with the rest of her family, wouldn't have gone to college, and would have traveled hardly anywhere. She wants to make sure young women are aware of the Army option and frequently buys her own books and gives them away.

"Hopefully it does influence some great women to join the Army and become great Soldiers," said Farmer.

More information about "Army Strong Women" can be found at [www.armystrongwomen.com/](http://www.armystrongwomen.com/).

*\*Historical accounts taken from the Women's Memorial Web site, [www.womensmemorial.org/Education/diduknow.html](http://www.womensmemorial.org/Education/diduknow.html)*

# CSM Inspires Soldiers



Chicago Battalion Command Sgt. Maj. Renee Dozier and Commander Lt. Col. Ed Box, review notes from a brief in February.

*By Audrey Hill  
3d Brigade*

One of only three female command sergeants major in Army Recruiting Command, she is considered one of the most respected Soldiers in USAREC. She believes in the Army, walks and talks the seven core Army Values and she believes in her Soldiers.

She is Command Sgt. Maj. Renee Y. Dozier, senior enlisted leader for Chicago Battalion.

"I take full responsibility for the Soldiers in the Chicago battalion. I believe the strengths I bring to the battalion, are my dedication and commitment to the Army and the mission that I have been given, and the strong belief in what I do," said Dozier.

"I have faith in the 300-plus Soldiers in this battalion, and I know the Soldiers in Chicago battalion are some of the best in the Army."

Dozier's been in the Army for 24 years,

17 years in USAREC. She's been a field recruiter, station commander — on-production and limited production — instructor for the Station Commander Course at the Recruiting and Retention School at Fort Jackson, S.C., NCOIC of the Station Commander Course, first sergeant of the Mid-Missouri Recruiting Company in St. Louis Recruiting Battalion, and as NCOIC of the doctrine division at USAREC headquarters.

Her commitment to her Soldiers and strong belief in allowing her subordinate leaders to lead have motivated her NCOs to aspire to the high standards Dozier has set for herself and her team.

"CSM Dozier is a leader that knows how to lead and take care of her subordinates," said Lt. Col. John E. Box, Commander, Chicago battalion. "She always sets the example for others to follow. Her professional appearance in wearing the Army uniform is impeccable, and she is the



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**“*Doing the right thing is never hard. Some say that you should do the right thing because you never know who is watching. I say, ‘If you are doing the right thing, it doesn’t matter who is watching.’*”**

**— Command Sgt. Maj. Renee Dozier, Chicago Battalion**

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most physically fit NCO I have seen in many years. She always scores the maximum on the Army Physical Fitness Test and embodies the creed of the noncommissioned officer.”

Sergeant 1st Class Joshua Schellhammer with Downers Grove Recruiting Station, thinks Dozier surpasses gender roles and biases.

“It doesn’t matter whether my leader is male or female, what matters are how well the leader takes care of the Soldiers. CSM Dozier does exactly that — she takes care of her Soldiers!”, he said.

Evergreen Park, Ill., recruiting station commander Sgt. 1st Class Johnny Ford is inspired by how Dozier provides guidance and training. “As the Senior Noncommissioned Officer she motivates all NCOs to grow, encouraging them to pursue opportunities with increased responsibility.”

It was Dozier’s trust in her NCOs’ leadership abilities that motivated Sgt. 1st Class Audra Jones-Garcia to make mission.

“She does not just talk the talk but walks the walk. She has empowered the first sergeants in this battalion to do what needs to be done at the company level and thereby empowered me, as a station commander, to make decisions at the station level and accomplish my mission,” said Jones-Garcia, Station Commander of Lyons Recruiting Station.

Dozier is a tremendous role model for all Soldiers and specifically African American women, according to Box, achieving the rank of command sergeant major in the Army through hard work and tenacity.

As the only African-American female command sergeant major in USAREC, Dozier believes black women and women in general are looking at the Army as a viable career choice rather than just a stepping stone to achieve another goal.

“I believe that the opportunities that exist in the Army today for women are more evident and attractive to the civilian female population. [Women] see women in the military in very powerful positions and know that there are better opportunities for advancement in the Army now than there have been in the past,” said Dozier.

Jones-Garcia is inspired by the fact Dozier is a woman.

“Because she has set an example for me to aspire to, as I progress in my career. She is a consummate professional and a great role model. She has proven that she possesses the skills and knowledge required to get the job done as the command sergeant major of a battalion. She lives up to what it means to be a leader every day by showing care and concern for the Soldiers in this battalion as well as demonstrating a commitment to the Army and what the Army stands for,” said Jones-Garcia.

Dozier says she stayed in the Army because she truly enjoys what she does.

“The path I have taken has brought me to where I am and I would not change a thing. As long as I have been in the Army and as long as I stay — I will be a Soldier. I think that is what has kept me grounded for the past 24 years.”

## USAREC Short Female Recruiters to Mirror Army

By Julia Bobick  
Editor

While women comprise 14 percent of the total Army, they account for only 7 percent of the recruiting force, a disparity Recruiting Command is working to change.

The lack of female recruiters can pose a challenge recruiting women in some locations: recruiting policies prohibit male recruiters from being alone with female applicants.

In addition, female applicants may not get that personal connection with a female Soldier. Although Soldiers all go through the same training, a man’s perspective of that training and his experiences are going to be different than a woman’s,” said Victoria Sorensen, G3 Plans and Programs Division Chief and a former recruiter.

“We need to look like the rest of the Army,” said Maj. Gen. Donald M. Campbell Jr., USAREC commanding general. “We have some remarkable female Soldiers out there who’ve been in combat and earned awards — everything up to Silver Star. We need them as role models out across America telling our story for us.”

One of USAREC G1’s goals is to have a recruiting force that represents the Army it recruits — from military occupational specialties to ethnicity and gender, according to Col. Theresa Lever, USAREC G1. Previous Army emphasis on increasing the number of women as drill sergeants had reduced the number of female NCOs being assigned to recruiting duty.

“We’re America’s ambassadors, and it’s important that hometown America see not only the male Soldiers, but also female Soldiers.”

The command is already seeing more women being put on assignment to USAREC, but because of the lengthy process it will take several months before they will be arriving in the stations, according to Lever. In addition, she said the staff is looking at the appropriate mix of women NCOs in the field force.

# Sorting Through Support Resources

By Julia Bobick  
Editor

No one in this command – Soldier, civilian or family member – should feel alone with nowhere to turn; no one should feel ashamed to ask for help; and no one should be afraid to intervene when they see someone in need.

“There will be no stigma in this command in asking for help – there are options out there for you, just ask,” said Maj. Gen. Donald M. Campbell Jr., USAREC commanding general. “We also need NCOs who go the extra mile — who ask the tough questions — and get someone help when they need it, even when it’s not comfortable or welcome.”

The Army has so many resources available to help Recruiting Command Soldiers and families, and the command is committed to improving the quality of and access to those resources, according to Col. Theresa Lever, USAREC G1.

“The more programs and support initiatives we make available, the better it is for the health and welfare of the command’s Soldiers and families,” she said.

But with so many assets available with acronyms like FRsAs, SFAs, CSCs, MFLCs and PFCs, there is some confusion in the field, according to Lever. They all have different roles, and knowing who to turn to for what type of assistance can be a challenge.

## **Family Readiness Support Assistant (FRSA)**

The five FRsAs, part of a pilot program, are the commander’s administrative link to the Family Readiness Groups at each pilot unit.

## **Soldier and Family Assistance program managers (SFA)**

SFAs perform a wide range of duties. They are essentially the battalion or brigade’s one-person Army Community Service Office, in addition to assisting with TRICARE beneficiary counseling.

## **Military and Family Life Consultant (MFLC)**

MFLCs provide family, wellness and life training and consultation for units and individuals (Soldiers, civilian employees and family members).

“The wonderful thing about these professionals is they come with a huge skill set,” Lever said. They can consult on conflict resolution, resiliency, caring for aging parents, depres-

sion and grief, parenting and more.

## **Personal Financial Counselor (PFC)**

Part of the MFLC program, PFCs provide personal financial counseling, advice and group training on such topics as budgets, retirement and estate planning, credit management, consumer rights and taxes.

## **Community Support Coordinator (CSC)**

The Community Support Coordinators are the newest addition to USAREC resources. On board for just a couple of

## **Military OneSource**

Soldiers and Family members can be provided up to 12 free, face-to-face short-term confidential counseling sessions. Trained consultants are available 24 hours a day, 365 days a year.

**(800) 342-9647**

online at [www.militaryonesource.com](http://www.militaryonesource.com)

## **DCOE Outreach Center**

Defense Center of Excellence (DCOE) for Psychological Health and Traumatic Brain Injury Outreach Center

toll-free: **(866) 966-1020**

online at [www.dcoe.health.mil](http://www.dcoe.health.mil)

## **Suicide Prevention Lifeline**

**(800) 273-TALK (8255)**

## **Wounded Soldier and Family Hotline**

**(800) 984-8523**

## **Chaplains/Chaplain NCOs**

USAREC HQ: (502) 626-0535/0534

1st Bde: (301) 677-2943/2824

2d Bde: (256) 450-9525/9526

3d Bde: (502) 626-1039/0704

5th Bde: (210) 221-1565/0089

6th Bde: (702) 639-2026/2027



# Chaplains FRGs MFLCs

months at most, the 26 CSCs support commanders and family program staff to provide better services for Soldiers and families.

The CSCs are the integrators, from a regional perspective, of all military and civilian services available within a region. They don't interface directly with Soldiers and families, according to Frankie Stull, USAREC family readiness officer. They work with the SFAs and chain of command to support all geographically dispersed Army forces: active, Reserve and National Guard and Corps of Engineers, as well as other military branches.

As an example, Stull said the Sacramento Battalion SFA was having a challenge finding child care for a battalion event. She went to the region CSC, who was quickly able to identify the services the SFA needed.

"Having them in our area is so advantageous; they are right there and we can tap into their vast network of resources to help solve problems and provide better support to our Soldiers and families," Stull said.

Most importantly, Lever said she wants to ensure that every Soldier, civilian and family member in the command knows that these and many other resources are available to them.

"There are so many options for whatever challenge an individual might be faced with, and it's OK to ask for and get the help you need," she said.

## MFLC

- 2 per brigade
- Direct support to Soldiers & families, as well as a training resource for commanders
- Free, anonymous & confidential
  - No records are kept
- Available for civilian employees
  - Deployment & reintegration
    - Marriage & relationships
    - Parenting & family issues
    - Care for aging parents
    - Stress & anxiety
  - Depression, grief & loss
  - Daily life issues

## PFC

- 2 per brigade
- Direct support to Soldiers & families, as well as a training resource for commanders
- Free, anonymous & confidential
- Available for civilian employees
  - Financial planning
  - Military benefits & pay
  - Budget development
- Credit card/debt management
  - Student loans
- Insurance & loan advice
- Consumer rights
  - Taxes
- Investments & estate planning

## CSC

- Contracted at headquarters level
- Regional support to commanders and family support staff
  - Integrates all family support assets within a region
- No direct support to Soldiers & family members

## FRSA

- 1 per brigade (pilot program)
  - Admin support for FRGs
  - Maintains family rosters
- Informs brigade commanders of family issues

## SFA

- Provides ACS-type services
- TRICARE beneficiary counseling
- Direct support to Soldiers & families at the battalion level
  - (800) 790-0963 (referral)

## Military & Family Life Consultants (MFLC)

USAREC HQ:

(270) 319-2593 or toll-free (877) 302-8534

Medical Recruiting Brigade:

(270) 319-2591 or (877) 241-0361

(502) 378-2773 or (866) 629-9698

1st Recruiting Brigade:

(301) 974-5703 or (877) 382-7668

2d Recruiting Brigade:

(256) 267-6777 or (877) 629-9653

(256) 425-8727 or (877) 382-7680

3d Recruiting Brigade:

(502) 378-2771 or (866) 629-6411

(270) 319-2590 or (866) 947-6194

5th Recruiting Brigade:

(210) 426-9985 or (877) 629-9649

(210) 845-6125 or (866) 949-7523

6th Recruiting Brigade:

(702) 556-7890 or (866) 947-6176

(702) 232-9724 or (877) 629-9650

## Personal Financial Counselors (PFC)

USAREC HQ:

(270) 319-2684 or toll-free (877) 883-4549

Medical Recruiting Brigade:

(270) 319 2683 or (877) 883-4531

(270) 319 2687 or (877) 883-4489

1st Recruiting Brigade:

(301) 741-2163 or (877) 373-8705

2d Recruiting Brigade:

(256) 270-3383 or (877) 278-2003

(256) 267-6821

3d Recruiting Brigade:

(270) 319-2686

(270) 319-2681 or (877) 427-5214

5th Recruiting Brigade:

(210) 488-1692 or (877) 592-3870

(210) 426-9984

6th Recruiting Brigade:

(702) 277-5036 or (877) 243-1512

(702) 232-6801 or (877) 629-9651

# Measuring Marketing Effectiveness

## By Using Source Base Codes

*By Amanda Huneke Wagner  
Weber Shandwick*

**I**t is very difficult to move quickly and efficiently if you are unable to track which marketing efforts are effective and productive and which are not. McCann Worldgroup's process is now easier than ever to help track your local programs, and we are committed to ensuring the proper tools are provided to the field.

The current process set up through the Army's advertising agency, McCann Worldgroup, enables local commanders to evaluate their programs, make smarter business decisions and accurately plan for the future. Using source base codes is one of the most efficient ways to track how many leads are coming from local programs.

### **What is a source base code?**

Source base codes (SBC) are four digit alphanumeric codes that are unique to each program or marketing activity. SBCs are assigned in advance of marketing activity hitting the market and they can be assigned to a variety of tactics such as events, media, assets, school visits and advertising campaigns. All source base codes are generated by the McCann Worldgroup. Your local field marketing rep can assist you in obtaining source base codes.



# ing t ness

## How do I get an SBC and what do I do with it?

All national and local events supported through the accessions targeting board (ATB) process or funded by USAAC are automatically assigned an SBC. Leads from these events are sent by the agency POC or recruiter touring with the ATB asset. For all other local programs, the battalion is responsible for requesting an SBC and ensuring paper responses leads cards are sent to Rocky Mountain Data Corporation. Rocky Mountain incorporates all response data applying the appropriate source base codes and then sends it to the Army prospect database for further processing before it is uploaded to Recruiter Zone.

The battalion can request SBCs from their field marketing representative. After the local program is complete, the recruiters should package their paper leads together with an SBC coversheet, and send them on to Rocky Mountain. The SBC coversheet will provide Rocky Mountain with the information needed in order to track leads. Prior to the local program, all SBCs should also be included in the media advertising placement system (MAPS) order when it is placed.

Based on the elements of your program, your field marketing representative will help determine if other unique components should be linked to your SBC. For example, you may need a unique toll-free number or a unique URL to track your program. Ultimately, all of these elements will show how many responses and leads are received as a result of the program.

## What's the difference between an SBC and a Call to Action?

The SBC is the foundation for tracking your program and should be included in all local programs; however, there are different ways to incorporate a trackable call to action: in your marketing program. These are beneficial for local programs that have multiple elements, such as a print ad, Web banner, and a radio spot.

- **Unique 800 number:** A unique toll-free number can be assigned and used in radio scripts, print ads, posters, etc., to track calls back to the advertising source. Callers are routed through the 1-800-USA-Army call center.

- **IOM String:** An IOM String can be used for Web ads to track click-thrus from a vendor web site to goarmy.com. This will provide the number of viewers that completed the Army eBRC linked to that Web site. The vendor will tag the IOM string to Web creative i.e. Army logo, Web banner etc.

- **Unique URL:** Unique Web site links can be assigned and used in print ads, posters and flyers to track goarmy.com Web visits back to the advertising source, such as, goarmy.com/info/cowboys.

Your field marketing representative can assist in providing any of the call to actions listed above.

## What do SBCs have to do with lead cards?

In order for the lead card to make it through the system as a lead, the following information must be included:

- Full name
- Street address
- City
- State
- ZIP code
- Date of birth — actual date of birth, not just an age
- Education level

It's important to make sure all the above information is included on each paper lead before packaging them together to send to Rocky Mountain. Rocky Mountain will process the leads and, using the SBC assigned to your program, link the number of leads back to your program in the system. As a result, the battalion and anyone else evaluating the program can see the number of leads generated.

## If I'm sending leads to Rocky Mountain, how can I work them on the ground?

With the current process, you'll see your leads in the system within just a few days of sending them to Rocky Mountain Data for processing; there is no long delay. Typically, you will see your leads in no more than three to five days. However, if you have specific leads you feel need to be worked immediately you can make hard copies prior to sending them to Rocky Mountain Data Control.

Sharing successful programs across the command is beneficial to all. Knowing your results determines a successful program and an effective way to accomplish this is through using an SBC. With the tools and processes currently available, the field force should be able to track their programs and identify the successful ones.

For more information on local tracking, please contact your local field marketing representative.

*Amanda Huneke Wagner is an account executive with Weber Shandwick, the Army's public relations partner on the Army Strong recruitment campaign and part of the McCann Worldgroup.*

# Recruiting Operation Plan

## Formula for Success or Just Another Requirement?

By Ray Kuklinski  
Doctrine Division

**I**s the Recruiting Operation Plan (ROP) a formula for success or just another requirement? The correct answer is a formula for success.

Without a plan it is almost impossible to achieve a specific goal. Baseball Hall of Famer Yogi Berra, well-known for his grasp of the obvious, once said it best, "You got to be careful if you don't know where you're going, because you might not get there."

There's a lot of wisdom in that statement. Bottom line, to be successful you need a good plan. A good plan can be defined as a list of actions arranged in a sequence that will most likely achieve the mission. The ROP is such a plan and can lead you to success.

There seems to be some confusion in the field regarding the ROP, its intent, and why doctrine dictates it be done at the station level.

The intent of the ROP is to give station commanders the ability to be innovative and adaptive leaders. How better to accomplish this, than to give them the tools and latitude they need to develop their ROP based on the station's market, capabilities, and commander's intent. And who knows the recruiting market any better than those immersed in it every day.

The recent edition of USAREC Manual 3-02, Company and Station Recruiting Operations, devotes an entire

appendix (Appendix D) to this very subject. The appendix explains each step of the ROP process, gives examples of good fact finding questions to ask during each step and shows what a weekly ROP might look like.

You'll notice there are no USAREC forms associated with the ROP; the manual only shows an example of what one might look like. This allows local commanders to determine how they want their ROP to look and display the information that works best for them.

### First step is SWOT analysis

The SWOT analysis is the station commander's assessment of the station's capabilities and the state of the market.

This step uncovers the station's internal strengths and weaknesses, and external opportunities and threats. An honest, in-depth SWOT analysis will assist the station commander to make wise decisions when directing recruiting operations, conducting station training, and engaging new markets of opportunity.

### Second step is the recruiting functions analysis

This step consists of a quantitative analysis of the prospecting, interviewing, processing, and FSTP functions and a qualitative analysis of the intelligence, training, sustainment and command and control (C2) functions.

The results should be consistent with the station commander's SWOT analysis. In other words, what the station commander perceived during the SWOT analysis should be validated by the in-depth functions analysis. This step is where strengths, weaknesses and opportunities are specifically identified forming the base of the station's ROP.

### Third step is applying the commander's intent

The commander's intent represents the overarching operational requirements as the commander sees them. It is the commander's visualization of the entire operation, a clear statement of what the commander wants to accomplish.

The commander's intent may address seasonal opportunities or challenges, take advantage of historically proven opportunities or exploit historically unproductive markets.

### Fourth and final step is construct the plan

The ROP is constructed by combining market information derived from the SWOT, data from the recruiting functions analysis and the commander's intent.

The ROP must address every week of the PL and clearly state who, what, when, where and how the plan is to be executed. The ROP is then shared with all members of the station and their individual plans adjusted accordingly.

There is no set format for the ROP but it must be easy to understand, doable and, above all, flexible.

What appears to be smoke and mirrors is simply a tried and true method of planning for success. The way we recruit hasn't really changed much. The technology and terms such as SWOT, ROP and functions analysis may be new to old-timers, but what they represent is still the same.

I hope after reading this article you will view the ROP for what it really is, a formula for success.

If you have any questions or contributions regarding the ROP process, we are available through the Recruiting ProNet collaboration site. Just post a question on the site and you'll receive a timely response from the ProNet Team.

Not a member? Here is the ProNet link: <https://forums.bcks.army.mil/default.aspx?id=51486>.



# Safety Culture Evolution Requires Creativity, Active Participation

By Brig. Gen. William T. Wolf  
Director of Army Safety

The military has a language all its own, and in the Army, we have our own distinct dialect. Over the past few years, we've adopted several new catch-phrases to describe changes in the way we do business. Among the most popular of these expressions is "transformation" and "culture change," concepts we've applied to Army safety as well. Since these terms may mean different things to different people, I'd like to share with you my ideas regarding "safety culture."

Within our Army, there is a unique culture built upon common core values and shared historical traditions that transcend branch or MOS. But when you look at units individually, other distinct cultures become apparent. For example, infantry units have a culture different from armor units, and within aviation, unit culture can vary with aircraft type. These diverse cultures are a good thing; camaraderie is strengthened through shared experiences and mutual understanding.

The great thing about safety is it's relevant in any culture. Unfortunately, however, safety has often been treated as a regulatory requirement rather than a flexible process adapted to a unit's unique needs. Making safety a fundamental value that's part of every culture will require changing the way we think about it, moving from a compliance-based mindset to one focused on creativity and active Soldier participation.

How do we go about making this transformation? Leaders can start by identifying the strengths, limitations and resources of their individual units. The next step is to take our Army's existing safety programs, messaging and tools and tailor them to the unit's culture. We've learned there is no one-size fits-all "cure" for the safety issues we see most often, things like seat belt use and speed in privately owned vehicles. Instead, our programs must be driven by conditions within the unit itself. Factors such as average Soldier age, unit OPTEMPO, deployment schedules and various other issues must be taken into account as leaders develop safety programs targeted to their units' needs.

Even the greatest safety program won't be effective if it isn't put into practice every day with buy-in from Soldiers at all levels. Change has to come from the top and bottom simultaneously, with both leaders and subordinates participating in the process. The end goal is to have a culture where every individual is an active owner of their personal safety and the composite risk man-



*“ Even the greatest safety program won't be effective if it isn't put into practice every day with buy-in from Soldiers at all levels. ”*

agement process. This step is perhaps the most difficult, but it also pays the greatest rewards in protecting our vast band of brothers and sisters.

The transformation to a culture that embraces safety doesn't stop at the unit or Soldier level — our families should be involved in the process as well. Families are

the source of strength for most of our Soldiers, and their inclusion in the safety culture is critical to our success. Soldiers who are continuously exposed to cultures that embrace safety, both at home and at work, will be well equipped to face the challenges unique to Army life.

Eventually, culture becomes part of who you are, and that's what we want to happen with safety. We want our Soldiers to carry safety with them wherever they are and whatever they're doing, be it on duty in theater or off duty at home.

Ultimately, the key to culture change is engagement across all levels of command, among Soldiers and within the intimate bonds of family.

Our Army is the finest in the world due to its diversity in people and missions, but we can all take pride in the common cause of protecting our band of brothers and sisters. Thank you for all you do every day to keep our Soldiers, families and civilians safe.

Army Safe is Army Strong!

For a variety of safety resources, visit <https://safety.army.mil/> or follow the safety center on Facebook.

Reprinted from *KNOWLEDGE*, the official magazine of the U.S. Army Safety Center



## PaYS Partner Signs Community Covenant



Brigadier Gen. Michael Garrett, deputy commander of USAREC, (third from right) met with Dave Peacock, President of Anheuser-Busch Companies, to thank him for the brewer's continued support of the men and women of the armed forces. Garrett thanked Anheuser-Busch, a PaYS Partner, for signing the Army's Community Covenant and for the company's continued support of recruiting programs. To commemorate the visit, they exchanged military challenge coins, which have become a time honored tradition in the military dating back to World War I. Prior to meeting with Peacock, Garrett and his group were led on a tour of the St. Louis brewery and packaging operations by brewmaster Mark Fabrizio and assistant operations manager Justin Lane, who is a graduate of the U.S. Military Academy at West Point.

## Community Covenant and Military Appreciation Night

Story and photo by Daniel Gilbert  
Oklahoma City Battalion

Oklahoma dignitaries from various government offices and all military branches joined together to sign and demonstrate the Army's Community Covenant Jan. 11, 2010, during half time at the Oklahoma City Thunder vs. New York Knicks NBA game.

The covenant is a formal commitment of support by state and local communities to improve the quality of life for Soldiers and their families both at home and abroad, regardless of the branch of service they belong to.

The ceremony was part of the Oklahoma City Thunder's military appreciation night with the Oklahoma City Battalion. The event included outside military vehicle displays, a joint-service enlistee swear-in, and a jumbo, 3 foot by 6 foot replica of the document for Thunder fans to sign as they entered the arena.

Following the signing, a joint-service enlistee swear-in was conducted by Lt. Col. Tom Artis, commander of the Army Oklahoma City Recruiting Battalion.

"Although we all may wear different uniforms, we are all one military. Without you supporting us, what we do wouldn't be possible" Artis said.

More than 200 Oklahoma citizens signed the public document.



Oklahoma Lt. Governor Jeri Askins signing the Community Covenant document.





Private Zachary R. Gauthier and his recruiter, Staff Sgt. Brian R. Cunningham.

## Hometown Honors Army Reserve Hero

By Jane Spass  
Albany Battalion

A cold night in December turned out to be a warm night for Army Reserve Pvt. Zachary R. Gauthier. Called before a town meeting, the volunteer firefighter was honored for his bravery in helping carry a man out of a housefire on a chilly October night. He was then awarded for heroism.

Gauthier always wanted to help his fellow man and being involved in the fire department was a chance to do just that. As a young teenager, he became a first responder. Later, he joined the East Brooklyn, Conn., Volunteer Fire Department. With additional training, he became an emergency medical technician serving the Killingly, Conn., community. Motivated by his firehouse peers, he was enthusiastic to earn his interior fire fighter level 1 certificate. By age 19 he'd accomplished his goal.

Late on the night of Oct. 30, Gauthier heard the call come over the radio reporting a housefire. Sensing the urgency in the woman's voice, he and fellow firefighter, Taylor Williams arrived at the scene within minutes. Upon learning a man was in an upstairs bedroom, Gauthier and Williams entered the fire and smoke-filled home.

Adrenaline rushing and a life at stake, this was Gauthier's first real world entry into a burning building. Rushing to the second floor of a three story building, the young firefighters found 59-year-old Alan Clang, unconscious, slumped on the floor in a rear bedroom. With the room engulfed in tall, hot flames and thick smoke, Gauthier and Williams carried the unconscious occupant outside and performed CPR on him. The victim was then taken to a local hospital.

Gauthier joined the Army in November as a combat medic.



Lieutenant Col. Charlester White, commander of Columbia Battalion, presented the Partnership for Youth Success plaque to Richland County Sheriff Leon Lott, officially starting the partnership between the Army and Richland County Sheriff Department.

## PaYS Partner Receives Plaque at Recruiting Office Grand Opening

Story and Photo by Candace Romero  
Columbia Battalion

Soldiers and civilians mixed and mingled at the grand opening of the new Pontiac recruiting office located in northeast Columbia in the Village at Sandhills, S.C., Jan. 22.

The ceremony was marked by a plaque presented to Sheriff Leon Lott by Lt. Col. Charlester White, Columbia Battalion commander, for his recent commitment to the Partnership for Youth Success (PaYS) program.

The PaYS program is an agreement between the Army and community businesses and organizations to help Soldiers transition to a post military career that utilizes their training and skills.

"Through these doors walk the best and the brightest," Lott said. "Anyone that wears that uniform, I'd be proud of them to wear ours. We're proud to be part of this program."

The Army established the PaYS program as a means to share qualified individuals with employers. The Army carefully screens, selects, trains and provides hands-on experience to individuals with different skill sets.

"Any organization involved with PaYS will benefit with a pool of high quality candidates," White said. "Upon their separation from service, Soldiers will be given the opportunity to interview and possibly gain employment."

## Recruiting Station Opens Doors to Help Stranded Motorists

By Jamie L. Carson  
Beckley Battalion

A late December winter storm plastered Mercer County, Va., with more than 17 inches of snow, but it also uncovered local heroes.

Among those rising above the snow drifts to aid stranded motorists was Sgt. 1st Class Jeremy Athy, commander of U.S. Army Princeton Recruiting Station, Blacksburg Company, Beckley Battalion, the weekend of the Dec. 19, offering shelter to stranded motorists.

Athy, who lives in viewing distance of the recruiting station, didn't think twice before calling his command and asking permission to open the station's doors.

Though the recruiting station, which is located less than five miles from both Route 460 and Interstate 77, doesn't have beds or a continental breakfast, the noncommissioned officer with 14 years in service did his best to provide accommodations.

"I knew it wasn't the Ritz, but I wanted to help," Athy said. "If people are in need, you help - it's the right thing to do."

A local radio station aired a sort of SOS Friday afternoon asking listeners if they knew of any places where stranded motorists could find refuge.

"Athy was the first person to call in and offer shelter," said James DeBorde of the radio station. "Motorists started calling in asking his contact information. There was a 20-mile stretch of Interstate 77 where traffic was completely stopped with a 12-to 14-hour wait. If it hadn't been for him, there were some motorists who wouldn't have had anywhere else to go."

Athy brought blankets, board games and movies from his home and used his own money to purchase food and beverages from the local grocery.

"I knew the stranded motorists would probably be hungry, cold and in need of something to do to bide their time," Athy said.

More than 60 stranded motorists stayed at the recruiting station at various times between Friday and Sunday night.



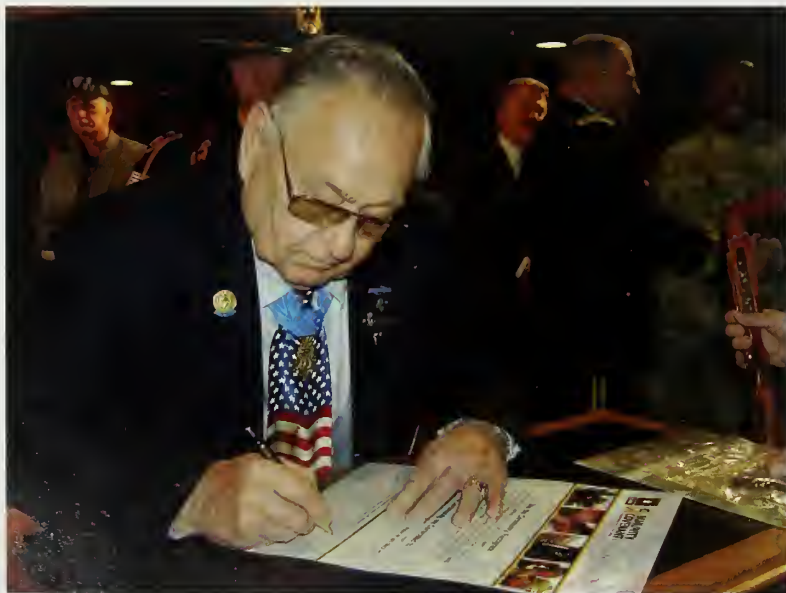
Pennsylvania House Representative Bill Kortz and Lt. Col. Stephen B. Lockridge hold up the community covenant

## Opening Doors: Community Covenants

Story and photo by Bill Irwin  
Harrisburg Battalion

The Community Covenant Program continues to open doors for recruiting efforts in the Harrisburg Battalion. On Dec. 7, — Pearl Harbor Anniversary — the Pennsylvania House of Representatives passed Resolution 533 supporting the adoption of a military community covenant throughout Pennsylvania. The resolution was spearheaded by Representative Bill Kortz of Allegheny County. This resolution was unique in that battalion staff were asked to author the resolution in conjunction with the 204 house personnel. The resolution, passed with a unanimous vote, was presented to battalion commander Lt. Col. Stephen Lockridge at the annual awards dinner.

The Community Covenant Program is designed to foster and sustain effective state and community partnerships with the Army and improve the quality of life for Soldiers and their families. Currently, state and community leaders from 24 different states plus Puerto Rico and the District of Columbia have signed military community covenants.



## Community Covenant Well Received in Ohio

Story and photo by D. Charone Monday  
Columbus Battalion

Medal of Honor recipient and Korean War veteran Ron Rosser signs the Columbus Recruiting Battalion's Community community covenant at the Ohio State House Nov. 6 during a Veterans Day ceremony. The covenant was well received by local citizens as well as government dignitaries and signed by community leaders, veterans, active duty military from all branches of service and government representatives. The battalion commander, Lt. Col. Matthew Carran, and Command Sgt. Maj. Charles Pulliam thanked those in support of the covenant.



# CNN to Follow Brothers During BCT for 'A Soldier Story' Documentary

By Capt. Adrien G. Humphreys  
Jacksonville Battalion

The enlistment of two brothers at the Jacksonville MEPS in November has been termed coincidental by their recruiter, but is regarded as a shared fate by the brothers, who never planned on joining the military. Each began working with his respective recruiter without prior discussion with each other or any other family members or mutual friends.

Their decisions to enlist are different and yet similar. Jason Murray enlisted to obtain the Army College Fund to complete his undergraduate studies, while Eric Murray enlisted in order to travel and see the world. Both brothers said they were tired of working in the fast food and retail industries; they want job security, life insurance and an opportunity to serve their country.

Jason graduated from Coral Spring High School in 2004 and completed 43 college credits toward a degree in math education, before relocating to Tallahassee in 2006. His younger brother, Eric, graduated from Coral Spring High School in 2007 and completed 12 credits toward a certificate in physical therapy. While he also relocated to Tallahassee, the brothers reside on opposite ends of the city and rarely communicate with each other due to their busy schedules.

It was purely coincidentally that both brothers decided to walk into the same recruiting station, Tallahassee South Recruiting Station, in search of military career opportunities. Either of the brothers could have easily chosen to process at the Tallahassee North Recruiting Station, which is approximately 10 miles from the South station; and

either or both brothers could have walked into the offices of any of the other branches of military service. However, both brothers independently decided upon the Army.

While they share the same last name and desire to serve their country, the brothers do not share any physical resemblance. Jason, 23, is 70 inches tall and weighs 181 pounds, while Eric, 21, is 68 inches tall and weighs 141 pounds. Since they reside on opposite ends of the city and were working with different recruiters, it was almost a month before the brothers or recruiters realized the connection.

The brothers immediately elected to work with one recruiter, Staff Sgt. Richard Townsend

Both scored exceptionally well on the ASVAB and could have easily chosen any MOS, but both decided to become infantrymen.

"We will definitely be there to have each other's back," Eric said. "At the same time, there will be a huge competition".

Eric and Jason are looking forward to being fraternal battle buddies during their training and are hoping they will be stationed together for at least their first duty assignment.

CNN began filming the brothers' transition from civilian to military life Feb. 15 during President's Day weekend. The next day, the brothers started their military career at the Jacksonville MEPS.

Basic training will be very public for the Tallahassee brothers as their lives at Fort Benning, Ga., become part of a CNN documentary called "A Soldier's Story." It will air during the cable network's regular "American Morning" news program.

# Texan Sheds Half of Himself to Join Army

Story and photo by John L. Thompson III  
Houston Battalion

It truly was a battle of the bulge for Tony Boggess, whose 390 pounds made his goal of joining the Army impossible. But the Clute, Texas, native shed almost half his weight — 170 pounds — enough to make his trip in January to take basic combat training a reality.

His road to weight loss and Army service was spurred by a few photographs.

"In one of the pictures I found of myself with my grandfather, I was about 16. And then I flipped the page and there was a picture showing me at a wedding a few years later. I saw how my weight had just exploded. I looked at that second photo and said to myself, 'I need to do something.'"

He was inspired by his grandfather, the man who he refers to as a father figure and his personal hero, who was a Soldier in the 1950s.

Boggess said his grandfather was a man of action and in order to be like him, he needed to take action

himself. Boggess researched nutrition and diet and proper ways of exercising while losing weight. In March 2009 he began working closely with Sgt. 1st Class Jermaine Baldwin of South Company's Lake Jackson Recruiting Station. With dedication and encouragement from his recruiter, fellow Future Soldiers and fiancé, Boggess focused on his mission.

To reach his weight loss goal, Boggess gave up carbohydrates and sodas, increased his intake of vegetables and fruits and cut down on fried foods, highly processed food and sugars.

Receiving a bounty of positive feedback from family and friends, he found the weight loss boosted his self esteem making him feel good physically and mentally. Not satisfied with just his own improvement, Boggess worked with other Future Soldiers he helped recruit, including one candidate who has some weight issues.

"The ones that he has brought in definitely see him and say that if he can do it I can do it," Baldwin said. "So they come in and they are motivated about the Army. They want to lose the weight. We do what we can and he does what he can to assist them."



Tony Boggess displays a pair of pants he wore when he weighed 390 pounds. After losing 170 pounds, he left for basic combat training in January.

## Spring to mark start of personnel system transition

By Elaine Wilson  
American Forces Press Service

The Defense Department is on track to transition the majority of its more than 220,000 civilian employees out of the National Security Personnel System by Sept. 30, more than a year ahead of deadline, according to the official heading up that transition.

The 2010 National Defense Authorization Act called for the termination of NSPS by January 2012, bringing an end to a controversial personnel system that's been operational for less than four years.

The majority of employees will transition -- starting this spring -- back to the decades-old General Schedule system, but with an assurance in regard to pay.

"I am committed to ensure, as directed in the National Defense Authorization Act, that employees experience no loss of, or decrease in, pay upon conversion," said John James Jr., director of the Pentagon's NSPS transition office. "The department believes in that and believes it is the right thing to do."

This preservation of pay encompasses all employees. For instance, NSPS employees who are paid a salary that exceeds Step

10 -- the highest step under the GS system -- of their pay grade will retain their pay upon conversion, James explained.

An employee's grade upon conversion will be determined by classification specialists using the same criteria in use for GS employees, James said.

While DoD has a goal for transition completion, James noted that each organization and component will make a determination on a timeline based on four factors:

- No undue interruption to mission or hardship to employees;
- Established processes to classify NSPS positions into the appropriate non-NSPS system;
- Existence of a legacy performance management system; and
- An information technology system capable of handling the transition.

As officials work to ensure a smooth transition, they also are turning an eye to the road ahead. Along with terminating NSPS, the act gives DoD new authorities to look at developing a successor performance management system that incorporates the best practices of NSPS and GS.

"One of the best advantages under NSPS that we saw was the clear alignment

between employees and the organization about what their contribution means to the priorities and the direction of the organization," James said. "As we develop the new authorities and transition employees to the GS system, in most cases, we plan to reinforce that directive and that effort to ensure the employees are aligned with the organization."

Officials also will examine the law's requirements for hiring flexibility and a personnel performance fund that rewards employees or teams for their performance, he said.

These processes will continue to be open and transparent, James vowed.

James emphasized the importance of communication throughout the transition process and future personnel system modifications.

"You can't over-communicate a change."

To that end, the NSPS Web site, [www.cpms.osd.mil/nsps/](http://www.cpms.osd.mil/nsps/), now includes transition updates and a training module called GS 101, he said.

"Employees who have never been in the GS system, and there are a few, can go in and walk through that," James said. "It really is informative and tells them how the GS system works." It's also of value to employees who were in the system before, he added.

## DoD halts spouse employment program

By Elaine Wilson  
American Forces Press Service

The Defense Department temporarily halted a popular employment assistance program for military spouses in February while it conducts a "top-to-bottom" review of its services.

The My Spouse Career Advancement Account program, also known as MyCAA, offers military spouses opportunities to pursue portable careers in high-demand, high-growth occupations such as education and health care.

"We recognize that the military lifestyle calls for portable careers, and that military spouses need access to education and training for careers that are portable and high-growth nationally," said Tommy T. Thomas, deputy under secretary of defense for the Pentagon's office of military community and family policy. "This short-term break will allow us to better assess the program to ensure we are achieving that goal."

Officials said they will use the time to review procedures, financial assistance documents and the program in general. The review was prompted by a need to ensure the program is meeting its intent, which is to provide spouses with additional opportunities for portable careers.

Military spouses who already have been approved for financial assistance won't be affected, and spouses who have an account can continue to use the Web site for career counseling and planning, officials said. However, during this review time, spouses won't be able to create a new account and new applications won't be accepted.

The review will be conducted as quickly as possible, officials said, while still ensuring a comprehensive look at the program.

Nearly 133,000 military spouses have applied for the program since it launched last March, officials said. To date, about 98,000 spouses are enrolled in courses or have been approved for financial assistance.

The program offers spouses assistance with training, job readiness and employment services. Through the program, spouses can receive financial assistance to pursue education and training, free career counseling and access to military-friendly employers.

During the review process, officials encourage spouses to explore other government options such as the transfer of the Post-9/11 GI Bill and other programs available on installation and program Web sites.

Spouses also can visit Military OneSource online at [www.militaryonesource.com](http://www.militaryonesource.com), for free consultations on education and training, career exploration, assessment, employment readiness and career-search assistance.





USAREUR's Pfc. Gerardo Ortiz puts the final touches on a dessert dish during the field competition last year. The field competition was one of several cooking events that took place during last year's Culinary Arts Competition held at Fort Lee.

T. ANTHONY BELL

## Military Chefs Go Spatula to Spatula in Cooking Competition

By Matthew Montgomery  
Army News Service

Attracting more than 200 competitors and featuring over 500 judged events, the 35th Culinary Arts Competition at Fort Lee, March 4-10, is the largest in the U.S. and is shaping up to be one of the most thrilling shows ever at the post.

Featuring individual and team challenges in a variety of categories, this spatula to spatula competition, brings together military members from all branches of the Armed Forces. One of the most highly sought after award is the Armed Forces Chef of the Year.

Some of the main events include the field competition, nutritional hot food challenge, ice carving and student team skills. There will also be 12 large teams competing this year for the highest team award of the show - Installation of the Year.

"This competition is important to military personnel because it helps them sharpen their basic culinary skills while continuing to expand their training and level of professionalism," said Chief Warrant Officer 4 Russell Campbell, Chief, advanced food service training division, Joint Culinary Center of Excellence.

"Here, they will get the opportunity to display and showcase their talents to not only their peers, but the general public as well."

For the first time ever, the Field Cooking competition will take place at the Post Field House and allow the general public an opportunity to experience five-star quality food for \$4.25. Each day March 4-10, two teams will square off and be responsible for preparing and plating 75 high-quality meals, which will be available to ticket holders.

Another highlight of the competition is a "Jeopardy" style event that includes music and daily-double format. The junior enlisted are further tested in the Student Skills Competition where their knife skills, butchering techniques and menu production skills are graded and critiqued.

The competition is open to active duty members of all services, Department of Defense civilians, and U.S. Army Reserve and National Guard personnel. The American Culinary Federation sanctions the competition. Medals received from federation entries can be used toward chef certification.

Some of the teams competing this year will be representing Puerto Rico, Korea, Europe, Hawaii, Fort Bragg, Fort Eustis, the Army Reserve, the Marines, Air Force, Navy and Coast Guard. Fort Lee will also have a team in this year's competition comprising Soldiers from the 49th Quartermaster Group.

## Army Tests Prospects' Racing Skills in Reality Computer Game

U.S. Army Racing

Directing Ryan Newman's No. 39 Army Chevrolet Impala NASCAR Sprint Cup car to the front of a military convoy is the challenge for young and old playing Army - Race for Strength, the Army's new interactive, augmented-reality game.

The game is another extension of the Army's continuing effort to showcase the high-tech skills training and opportunities it offers.

"This new computer technology will allow today's youth to experience the diverse elements of the Army, and demonstrate the elite technology and training used to develop our Army Strong Soldiers" said Col. Derik W. Crotts, Director of Strategic Marketing and Outreach for the U.S. Army Accessions Command.

The game, the newest element in the interactive, participatory Strength in Action Zone exhibit at major NASCAR and NHRA races, made its debut Feb. 11 in four locations:

- Daytona International Speedway during Speed Weeks preceding NASCAR's Daytona 500.
- Auto Club Raceway in Pomona, Calif., as part of festivities surrounding the NHRA's Kragen O'Reilly Winter nationals.
- McCormick Place at the Chicago International Automobile Show.
- Online via a downloadable version [www.goarmy.com/racefor-strength](http://www.goarmy.com/racefor-strength).

Drivers use a palm card to control the No. 39 Army Chevrolet as it weaves through a convoy of speeding Mine Resistant Ambush Protected (MRAP) and Stryker AV vehicles.

The card can be turned left and right for steering, tilted forward to accelerate and pulled back to brake. Players can stop playing the game and receive more information about the Army vehicles.

Newman offers commentary throughout the 45-second game.

## Free Tax Filing Services

By Elaine Wilson

American Forces Press Service

Free electronic tax filing services are again being offered to military families through Military OneSource.

The H&R Block at Home program can be accessed through [www.militaryonesource.com/](http://www.militaryonesource.com/) and clicking on "Tax Filing Services."

More than 200,000 servicemembers filed their tax returns through this resource last year.

"We have such a mobile force, and you have folks dispersed all over the world. It's a quick link for the family to link up with the [servicemember]," said Tommy T. Thomas, deputy undersecretary of defense for military community and family policy. "It's a convenience for you to be able to go on that site and file that tax form."

The program is open to active-duty, Guard and Reserve servicemembers, regardless of activation status, as well as spouses, dependent children and family members standing in for a deployed servicemember.

Participants can e-file up to three state resident returns for each federal return, Thomas said. However, he added, they should ensure they're filing through Military OneSource. People who file through H&R Block directly may be charged for services, he cautioned.

The program is set up for basic returns. People who wish to upgrade to the premium program may incur charges.

For assistance, contact a Military OneSource tax consultant from 7 a.m. to 11 p.m. EST, seven days a week, at 1-800-730-3802. People with complicated tax returns can visit a legal assistance office on a military installation for more in-depth advice, Thomas said.

## Defense Department Panel to Explore Ending 'Don't Ask, Don't Tell' Policy

By John J. Kruzell

American Forces Press Service

Defense Secretary Robert M. Gates has established a Defense Department panel to prepare the military for the potential elimination of the "Don't Ask, Don't Tell" policy that bans openly gay people from serving in the armed forces.

The group is tasked with assessing the relevant issues of the controversial policy in an effort to prime the department to adapt to any changes Congress makes to the 17-year-old law. The legislative move is supported President Barack Obama and Gates.

"I fully support the president's decision," Gates told the Senate Armed Services Committee in February. "The question before us is not whether the military prepares to make this change, but how we best prepare for it."

Noting the political climate in which the policy debate is playing out, Gates said a guiding principle of the department's effort will be to minimize disruption and polarization within a military engaged in two wars.

The panel, to be headed by Jeh Johnson, the Pentagon's top lawyer, and Gen. Carter Ham, the commander of U.S. Army Europe, will immediately begin reviewing

the issues associated with implementing a repeal to "Don't Ask, Don't Tell."

"The mandate of this working group is to thoroughly, objectively and methodically examine all aspects of this question, and produce its finding and recommendations in the form of an implementation plan by the end of this calendar year," Gates told lawmakers.

Appearing alongside Gates was Navy Adm. Mike Mullen, chairman of the Joint Chiefs of Staff, who echoed the secretary's endorsement of repealing the policy.

"Speaking for myself and myself only, it is my personal belief that allowing gays and lesbians to serve openly would be the right thing to do," Mullen said.

"No matter how I look at this issue, I cannot escape being troubled by the fact that we have in place a policy which forces young men and women to lie about who they are in order to defend their fellow citizens."

The chairman said "Don't Ask, Don't Tell" is an issue that strikes at the integrity of the U.S. armed forces as an institution and that of individual servicemembers, who Mullen believes would accommodate a change to the policy, praising troops' adaptability. But he also acknowledged the likelihood that repealing the law would

lead to a disruption in the forces.

"We would all like to have a better handle on these types of concerns, and this is what our review will offer," Mullen told the Congressional panel.

The hearing on "Don't Ask, Don't Tell" comes after Obama announced in his State of the Union address his desire to end the policy.

"This year, I will work with Congress and our military to finally repeal the law that denies gay Americans the right to serve the country they love because of who they are," Obama said. "It's the right thing to do."

As the group undertakes the year-long review and assessment, Gates said the department also will take measures to implement the current "Don't Ask, Don't Tell" policy more fairly.

"The Department of Defense understands that this is a very difficult, and in the minds of some, controversial policy question," Gates told lawmakers.

"I am determined that we in the department carry out this process professionally, thoroughly, dispassionately, and in a manner that is responsive to the direction of the president and to the needs of the Congress as you debate and consider this matter."





Retired Col. Robert I. Hoidahl Jr., president of the Military Marksmanship Association, presents a .45-caliber pistol to Sgt. 1st Class James Henderson of the U.S. Army Marksmanship Unit Jan. 29 at Fort Benning, Ga. Henderson was named the 2009 MMA Soldier of the Year.

## Military Marksmanship Association Selects Soldier of the Year

*Story and photo by Michael Molinaro  
USAMU Public Affairs*

Sgt. 1st Class James Henderson, a service pistol shooter with the U.S. Army Marksmanship Unit, was selected as the Military Marksmanship Association Soldier of the Year for 2009. MMA president, retired Col. Robert I. Hoidahl Jr., presented the Soldier of the Year Award — a .45-caliber pistol — to Henderson in January.

A Pasadena, Calif., native, Henderson became the first Soldier in 24 years to win the National Pistol Championship in 2009 at Camp Perry, Ohio. He won the National Trophy Pistol championship, the President's Pistol match, and the Interservice Service Pistol championship. He was a member of the first-place National Trophy Pistol Team and the first-place Interservice Service Pistol team, which broke numerous national pistol shooting records and claimed countless other individual and team acco-

lades in 2009. Henderson was featured in Sports Illustrated's "Faces in the Crowd" section and got promoted over the course of the year.

"This is a great honor," Henderson said. "I have to thank the guys in the [custom firearms] shop. They help make this all possible. I have to thank my wife for all of her love and support."

"I couldn't have done it without the support of my team. They push me every day and if I mess up I know one of them will win the match. Being on this team and in this unit is the best job in the Army."

Henderson first served with the USAMU from 1991-1994 after tours at Fort Benning, Fort Sill and Korea. After a long stint in the Army Reserve, Henderson signed back up for active duty service and was assigned to the USAMU.

Henderson has been awarded two Army Commendation Medals, five Army Achievement Medals, five Good Conduct Medals, Army Superior Unit Award, Distinguished Pistol Badge, President's Hundred Tab, and Accessions Support Brigade Noncommissioned Officer of the Quarter, Fourth Quarter, Fiscal Year 2007.

## Top ROTC Units Receive MacArthur Award

*By George Whitley  
Cadet Command*

Eight Army Reserve Officers' Training Corps programs have been honored with the MacArthur Award as the top units in the nation for 2010.

Presented since 1989, the awards recognize individual units within the Army ROTC program that have achieved the standards that best represent the ideals of the watch words of "duty, honor, country" as practiced by General MacArthur, said retired Marine Corps Col. William J. Davis, executive director of the General Douglas MacArthur Foundation.

Cadet Command's commanding general, Maj. Gen. Arthur M. Bartell, thanked Davis and the foundation for supporting Army ROTC over the years with the awards and for keeping MacArthur's legacy alive.

"It means a lot to the schools to receive this award, and it is the pinnacle for the brigade leadership represented here today," Bartell said.

Colonel Glenn H. Goldman, Commander of the Rochester Institute of Technology's Tiger Battalion, one of the award winners, said he is "extremely proud of this program's many successes and achievements. The RIT and its Tiger Battalion

traditionally have produced high-quality Army officers and together enjoy a tremendous reputation of excellence. This recognition demonstrates the high standards we expect from our battalion cadre as we prepare our cadets for their future leadership duties to serve in the U.S. Army as officers."

The Army ROTC battalions selected for the awards were the most successful of the command's 273 units in accomplishing the mission of training and commissioning the majority of the lieutenants entering the Army each year.

This year's winners are: 1st Brigade, North Georgia College & State University, Dahlonega, Ga.; 2nd Brigade, Rochester Institute of Technology, Rochester, N.Y.; 3rd Brigade, University of North Dakota, Grand Forks, N.D.; 4th Brigade, Campbell University, Buies Creek, N.C.; 5th Brigade, Cameron University, Lawton, Okla.; 6th Brigade, Georgia Southern University, Statesboro, Ga.; 7th Brigade, University of Cincinnati, Cincinnati; and 8th Brigade, Santa Clara University, Santa Clara, Calif.

The Cadet Command brigades are based at Fort Knox, Ky.; Fort Dix, N.J.; Great Lakes Naval Training Center, Ill.; Fort Bragg, N.C.; Fort Sam Houston, Texas; Hunter Army Airfield, Ga.; Fort Knox, Ky.; and Joint Base Lewis-McChord Air Force Base, Wash.

## GOLD BADGES

### ALBANY

SFC Nicholas Breton  
SSG David Bruce  
SSG Jason Miller  
SSG Christopher Oneal  
SSG Nicholas Ruggiero  
SSG Ferdanan Wheelings  
SGT Kenroy Anderson  
SGT Peter Dittoe  
SGT Eric Glaude  
SGT Howard Lindo  
SGT Alando South  
SGT Aleatha Taylor

### COLUMBIA

SFC Alicia Kates  
SFC Kevin Simpson  
SSG Chris Hisler  
SSG James Malugin  
SSG James Plyler  
SGT Jimmy Reese

### COLUMBUS

SFC Raymond Benning  
SSG Michael Huff  
SGT Jason Rose

### FRESNO

SFC Timothy Matthews  
SSG Dale Behee  
SSG Keith Knittel  
SSG Alexander Lopez  
SSG Christopher Millerroot  
SSG Austin Policky  
SSG Hollie Still  
SSG Joaquin Torresarellano  
SSG Robert Williamson  
SGT Michael Bryant  
SGT Kelvin Campos  
SGT Gaytha Ratzloff  
SGT Sean Salie  
SGT Richard Schupp

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SSG Theodore Garcia  
SSG Becky Kennedy  
SSG Gary Pietrangelo  
SSG Daniel Rodriguez  
SSG Gregory Styles  
SGT Eric Dusan  
SGT Benjamin Gloe  
SGT Bruce Gooding  
SGT James Hale  
SGT Craig Miller  
CPL Winston Kirtley

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SSG Gene Moore  
SSG Shawn Pack  
SSG Jason Riney  
SSG Patrick Stone  
SSG Dwayne Williams  
SGT Alfredo Burgosmartinez

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### NEW ENGLAND

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SSG Gregory Alexander  
SSG Derek Austin  
SSG Brandon Jeremiah  
SSG Emmanuel Zapata  
SGT Christopher Kane  
SGT Roberto Martinez  
SGT Christopher Smith  
SPC Harvey Dornellien

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SSG Christopher Allee  
SSG Felix Bermudez  
SSG Robert Blanshan  
SSG Kevin Bussard  
SSG Douglas Caban  
SSG Steven Granger  
SSG Michael Hernandez  
SSG Kenneth Knall  
SSG Joseph Mack  
SSG Christopher Nash  
SGT Donald Collins  
SGT Todd Krebsbach  
SGT Shannon McBroom  
SGT Oren Mead  
SGT Kevin Tushka  
SGT Donald Whitecotton

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SSG Daniel Beckman  
SSG Jorge Medranovaquiz  
SSG Pedro Pena  
SSG Candice Tallis  
SGT Del Bouch  
SGT Wellmer Cerritos  
SGT Chad Dragan  
SGT Nicholas Garcia  
SGT Richard Martinez  
SGT Anton Ragsdale  
SGT Christopher Reaser

### HOUSTON

SGT Ricardo Acosta

### PORTLAND

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SFC Chad Pappas  
SSG David Armstrong  
SSG Clint Castro  
SSG Duane Gomes  
SSG Raymond Leonguerrero  
SGT Matthew Freeman  
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SGT Talanco Thompson

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SSG Charles Graham  
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SSG Ervin Stokes  
SSG Mitchell Streeter  
SGT Steven Boyd  
SGT Michael Esenwein  
SGT Daniel Honrine  
SGT Antonio Jasinski  
SGT Steven Smrcka  
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SSG Carl Orton  
SSG Christopher Smith  
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SSG Fernando Hurdle  
SSG Richard Mendoza  
SGT Ruben Guevara  
SGT Kimberly Hambrick  
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SSG Franklin Cooper  
SSG Isreal Herrera  
SSG Gerard Lindsey  
SSG Daniel Merritt  
SGT Edward Clark  
SGT Adrian Lopez  
SGT Michael Morphis  
SGT Milton Valenzuela

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SFC Randall Roberts

### 5th MRB

CPT Konni Hansen

### 6th MRB

SFC Lindsay Dally

### ALBANY

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SSG Robert Butler

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SSG Christopher Chowske  
SSG Dwight Murphy  
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SSG Todd Sherman  
SGT Marcus Evans

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SSG Lori Darling  
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SSG Jeremy McKinney  
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SFC Jason Mcfadden  
SFC Joshua Nitz  
SFC Thomas Ruppel  
SFC Clint Stevens  
SSG Robert Ferguson  
SSG Robert Kinney

### SSG Shawn Molloy

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SSG Kert St. John  
SSG John Wade  
SSG Emily Wesemann  
SSG Patrick Worley  
SSG Edwin Yancey  
SGT Steven Blankley  
SGT Quinton Cooley  
SGT James Moorhouse  
SGT Craig Stasko

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SSG Taylor Schmidt  
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SGT Patrick Lopez  
SGT Wendy Perez-Fogg

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SSG Edward Foust  
SSG Jedediah Remmey

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SSG Alberto Bretado  
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SFC Christopher Ulrich  
SFC David Williams  
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SSG Angel Aponte  
SSG Carlos Gonzalez  
SSG Omayra Sanantonioarreto  
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SSG Robert Stebbins  
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SGT Calvester Herlong

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SSG Joshua Waller

5th MRB  
CPT Orlando Taylor  
SFC Edward Gall

6th MRB  
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SFC Gregory Kraft  
SSG Luis Dejesuscorrea

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SSG Russell Schalk  
SSG Richard Surratt  
SSG Joseph Vincent

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SFC Christian Velazquezher-  
nandez  
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SSG William Hunter  
SSG Ashly Martin  
SSG Sheena Mckinzy  
SSG Hernan Ramos-Veguilla

# THE TEST

**1. The difference between your recruiting success or failure may well depend on your ability to \_\_\_\_\_, inspire, and involve yourself in your community.**

- a. Lead
- b. Plan
- c. Communicate
- d. Counsel

**2. Which recruiter role is one of the most important things you will do, enough so that your mission depends on it?**

- a. Public relations
- b. Planning
- c. Marketing
- d. Leading

**3. Training, tending to personal and family issues and physical fitness are all examples of which type of recruiting operation?**

- a. Decisive
- b. Shaping
- c. Sustaining
- d. Conditioning

**4. You are at a community pancake breakfast with a goal of building relationships within the community. Which recruiting operation are you performing?**

- a. Decisive
- b. Sustaining
- c. Conditioning
- d. Shaping

**5. You have been assigned to a new recruiting station. When you arrive, you contact the local schools and ask for a student directory. This is an example of \_\_\_\_\_.**

- a. Obtaining leads
- b. Sustainment
- c. C2
- d. Decisive operations

**6. You are reviewing your conversion data and discover that you have interviewed 12 people and enlisted two. What is your conversion data?**

- a. 2:12
- b. 6:1
- c. 12: 2
- d. 1666:1

**7. The \_\_\_\_\_ network is your connection to USAREC's integrated information systems, staff elements, other recruiting leaders, recruiting units, Future Soldiers and recruiters.**

- a. External
- b. Internal
- c. Recruiting
- d. Community

**8. On your way to work, you stop and get gas at the corner gas station and chat with the owner while you buy a paper. Then, you stop at the local café and get the daily breakfast special. While having breakfast, you chat with the waitress and other patrons. What is this an example of?**

- a. Internal networking
- b. Wasting time
- c. Community networking
- d. Prospecting

**9. Which of the following is an example of a contact?**

- a. You e-mailed the prospect and are waiting for a reply.
- b. You called a prospect's telephone number and spoke with intended person's father.
- c. You stopped by the prospect's home and left your business card at the door.
- d. You called a prospect's telephone number and spoke directly to the intended person.

**10. What is the main reason for lost enlistments?**

- a. Failure to graduate
- b. Peer influence
- c. Lack of follow up
- d. Parental influence

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page:

<https://forums.bcks.army.mil/secure/CommunityBrowser.aspx?id=51486>.



# PHASE LINE SUCCESS



1st Brigade



2d Brigade



3d Brigade



5th Brigade



6th Brigade



Medical Brigade

January Fiscal Year 2010

## Top Large Station

Bronx-Allerton  
New York City

Ponce  
Miami

Lansing  
Great Lakes

Seminole  
Kansas City

Burbank  
Los Angeles

Bloomington MRS  
3d MRB

## Top Small Station

Norwich  
Albany

Birmingham  
Montgomery

Gallatin  
Nashville

Beatrice  
Denver

Hawthorne  
Los Angeles

Albuquerque  
6th MRB

## Top Company

Europe Company  
Albany

Sarasota  
Tampa

Glenview  
Chicago

Lewisville  
Dallas

Tacoma  
Salt Lake

Orlando MRC  
2d MRB

## Top Battalion

New England

Tampa

Nashville

None

Southern California

3d MRB

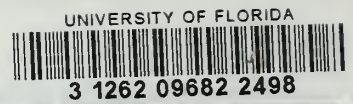


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